



HRD 4331 – Workforce and Organizational Development (OD)

Course Number: HRD 4331.060

Instructor: Dr. Judy Yi Sun

Associate Professor of HRD.

Office: COB 315.18

Office Hours: Monday 10:00am-3:00pm

Other times by appointment via email.

Semester: Spring, 2026

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Required Textbook:

Cummings, T. G., & Worley, C. G. (2019). *Organization development and change* (11th ed.). Cengage learning.

Supplemental reference textbook: Publication Manual of the American Psychological Association, 7th Edition, APA. ISBN: 978-1-4338-3215-4

Other Requirements: Reliable internet connection, Canvas access, and Microsoft Word

Learning Objectives: Upon completion of this course, students should be able to:

- discuss trends in workforce development
- define the principles and interventions of workforce and organization development
- define the employee engagement framework used by organization development practitioners
- gather and analyze data used for analysis in an organizational system and its influence on workforce performance improvement and other OD initiatives
- prepare written analyses of organizations, as presented in case studies, and document conclusions on which interventions should be applied and the methodology to be used in making these organizational changes

Graded Course Requirements:

Students will be evaluated by their substantive Canvas posts, quizzes, assignments, and exams. Quality, quantity, and timeliness will be assessed. Letter grades will be assigned based on the scale provided. Grades will not be rounded beyond that stated below. Students are responsible for verifying that all electronic submissions are correctly uploaded. All scores will be based on what is submitted by the deadline.

Grading Policy and Criteria to Determine Final Course Grade:

Work submitted past the due date is penalized 20% per calendar day including weekend.

Bonus Points: Any bonus point opportunities made available within the course will be applied as noted in the announcement made at the time they are offered/awarded.

A	90 to 100%	Excellent work and evidence of achieving each of the learning objectives at an expert level.
B	80 to 89%	Good work and evidence of achieving each of the learning objectives at a mastery level.
C	70 to 79%	Average work and evidence of achieving each of the learning objectives at a modest level.
D	60 to 69%	Poor work and little or no evidence of achieving each of the learning objectives.
F	59% and below	Unacceptable work and no evidence of achieving each of the learning objectives.

Grading Breakdown:

Final grades will be determined through the following weighted categories:

Category	Weight
Threaded Discussions	25%
Weekly Quiz	20%
RTGM Reports + Peer Review	20%
Semester Final Report	25%

1. **Threaded Discussions (25%):** Students will be asked to provide their own thoughts related to the weekly discussion topics. Reply to **two or more Threaded Discussion topics** by **Sunday 11:59pm**. This activity allows students to reflect on each week's lessons and apply knowledge in the textbook to real-world problems.

Score	Description
	Note: The length of the initial contribution should be a minimum of 350 words and not exceed 500 words. Actively responding to another student's initial submission means providing the rationale as to why you agree or disagree with other students with supported arguments from literature or credible sources; responses such as "I agree," will not be counted.
50%	Exceptional Participation – Met both of these conditions: <ul style="list-style-type: none">• Submitted own contribution and actively responded to two or more other students.• Exceptional quality - Student explored others' comments and built on others' insights. The contributions are especially insightful and represent new high-value added input with new insights, material, and/or references.
40%	Commendable Participation – Met both these conditions: <ul style="list-style-type: none">• Submitted own contribution and actively responded to one or more other students.

	<ul style="list-style-type: none"> • High quality - Student explored others' comments and built' on others' insights. The contributions are insightful and represent high-value added input with insights, material, and/or references.
30%	Moderate Participation – Met both of these conditions: <ul style="list-style-type: none"> • Submitted own initial contribution for a selected discussion topic. • Moderate quality – Student was active in discussions made some valuable contributions, but the contributions were not noteworthy or did not include sufficient insights, material, and/or references.
20%	Acceptable Participation – Met both of these conditions: <ul style="list-style-type: none"> • Submitted own initial contribution for a selected discussion topic • Low Level quality – Student participated in some discussions made irrelevant or incorrect contributions, contributions did not include sufficient insights, material, and/or references.
0%	Inadequate Participation: <ul style="list-style-type: none"> • Did not participate in the discussion topic.

2. **Weekly Quiz (20%):** Students' learning will be also assessed by quizzes. Weekly quizzes should be completed by **Sunday 11:59pm. Two attempts** at each weekly quiz, where you receive the highest grade of the attempts made. The quizzes are timed to enhance the academic experience and promote mastery of the material. Students must have a reliable internet connection as quizzes cannot be reset. Once you start the quiz you cannot stop; should you stop or exit the browser, your grade will be recorded accordingly.
3. **RTGMs (Real Time Group Meetings) / RTGM Reports + Peer Review (20%)**
Extensive details and supporting templates will be shared in Canvas to support and guide students through this group work. Full participation in all group activities is mandatory, failure to participate in the RTGMs will not receive any credit in this category. Peer review scoring by each student is also mandatory. A template will be made available near the end of this group work.

Semester Final Project (25%)

Please refer to the assignment requirements listed in Canvas.

Grading Philosophy: I understand that the process of receiving grades can inhibit the learning process. I endeavor to create a safe learning environment. As part of that environment, you have several opportunities to maintain a high grade in the course, including:

- Two attempts at each chapter quiz, where you receive the highest grade of the attempts made.
- All quizzes and exams are open book. However, it will be timed so it is important to prepare for them properly and in a timely manner.
- Bonus opportunities throughout semester.
- Timely feedback on assignments.
- Course schedule in the Syllabus may be altered during the semester due to unforeseen circumstances.

Course outline/major Assignments due dates:

Module 1. Introduction to OD (Jan. 12—Feb. 1st)

Chapters 1-3

Self-introduction due: Jan. 18th

Module 1 chapters Online Discussion Due: Jan. 25 and Feb. 1st.

Quizzes due each Sunday as schedule in Canvas.

Module 2. (Feb. 2nd - Feb. Feb. 22)

Chapters 4-6

Online Discussion Due: Feb. 8, 15 and 22

RTGM#1 Due: Feb. 22

Quizzes due each Sunday as schedule in Canvas.

Module 3 (Feb 23—March 15)

Chapters 7-9

Online Discussion Due March 15

RTGM#2 Due: March. 15

Group project plan due March 15.

Quizzes due each Sunday as schedule in Canvas.

March 9-15 Spring Break, no assignments.

Module 4 (March 16 – April 5)

Chapters 10-13

Online Discussion Due March 6 and April 5

RTGM#3 Due: April 5

Quizzes due each Sunday as schedule in Canvas.

Module 5 (April 6 – April 26)

Chapter 14-16

Online Discussion Due: April 26

Final Project Paper Due: April 26, 2026

Quizzes due each Sunday as schedule in Canvas.

University Policies and Information Highlights*:

Final Exam Policy

Final examinations are administered as scheduled. If unusual circumstances require that special arrangements be made for an individual student or class, the dean of the appropriate college, after consultation with the faculty member involved, may authorize an exception to the schedule. Faculty members are required to maintain student final examination papers for a minimum of three months following the examination date.

Academic Honesty and Academic Misconduct

The UT Tyler community comes together to pledge that "Honor and integrity will not allow me to lie, cheat, or steal, nor to accept the actions of those who do." Therefore, we enforce the [Student Conduct and Discipline policy](#) (Links to an external site.) in the Student Manual Of Operating Procedures (Section 8).

Using AI Tools

UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools' ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler's Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased. Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines specified for this course (see below) is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy.

For this course, AI is permitted only for specific assignments or situations, and appropriate acknowledgment is required.

This course has specific assignments where artificial intelligence (AI) tools (such as ChatGPT or Copilot) are permitted and encouraged. When AI use is permissible, it will be clearly stated in the assignment directions, and all use of AI must be appropriately acknowledged and cited. Otherwise, the default is that AI is not allowed during any stage of an assignment.

***You can find the details of university policies in the following areas in the "University Policies and Information" page on the class Canvas site.**

- Withdrawing from Class
- Incomplete Grade Policy
- Grade Appeal Policy:
- Disability/Accessibility Services
- Military Affiliated Students
- FERPA
- Absence for Official University Events or Activities
- Absence for Religious Holidays
- Campus Carry